

# CITIZEN-CENTRIC REVENUE

Improving The Customer Service Experience For The  
Taxpayer

Update – March 8, 2017



# Vision

2

## To Improve the Customer Experience By:



Developing Efficient and Effective Processes and Functions

- Process improvements
- Process standardization

Implementing Centralized Tax, Billing, and Cashiering System

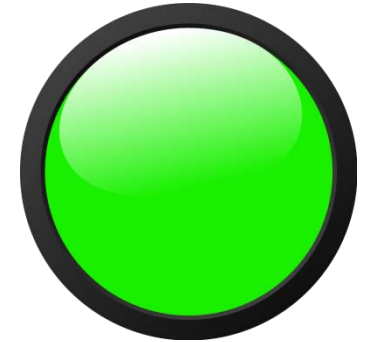
- Online customer access
- Tax billings on one platform
- Improved data availability

Improving Communication

- Revenue Governance Committee
- Reporting and Forecasting Tools

# Accounts Receivable – Budget Offer

	2015/16	2016/17	2017/18
Personnel	\$160,460	\$266,427	\$155,584
Operating	\$259,772	\$233,128	\$193,084
Total	\$420,232	\$499,555	\$348,668
FTEs	2.8	4.1	2.9



The FY2016/17 budget increased due a reallocation of Finance resources. It also included the Tax Compliance Supervisor position (.8 FTE) which was held vacant.

# Accounts Receivable – Positions

4

Collection  
Specialist

- Transferring July 1st
- Filled

Tax Compliance  
Supervisor

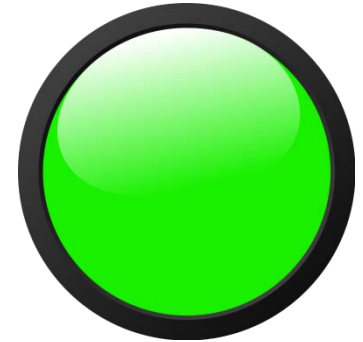
- Transferred
- Filled

Collection  
Specialist

- Transferring July 1<sup>st</sup>
- Vacant

Senior  
Accountant

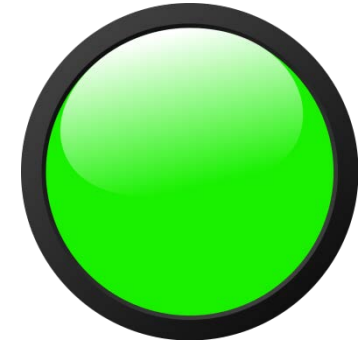
- Remaining in Finance
- Vacant



# Accounts Receivable – Knowledge Transfer & Processes

5

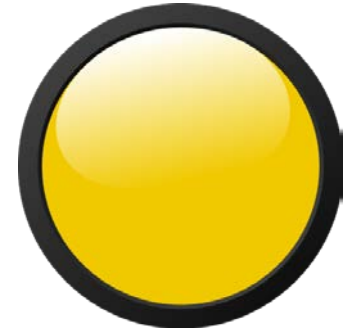
- Collection Specialist will transition with day-to-day working knowledge
  - Previously a Treasurer's Office employee
- Tax Compliance Supervisor currently
  - Meeting with A/R staff
  - Observing and documenting processes
- Departments working together in
  - Developing and updating policies and procedures
  - Determining best approach for various types of delinquent accounts
  - Documenting complex processes
- To Do:
  - Turnover audit



# Local Trust Taxes - Budget Offer

6

	2015/16	2016/17	2017/18
Personnel	\$122,605	\$132,912	\$211,861
Operating	\$ 12,664	\$ 18,783	\$ 12,567
Total	\$135,269	\$151,695	\$224,428
FTEs	2.1	2.1	3.0



This offer requires staff from both Constitutional offices. There are .5 Treasurer's Office FTEs included in the 2017/18 offer.

The Senior Tax Compliance Administrator position (included at .4 FTE) may be eliminated in order to meet mandatory budget reduction goals.

## Two Supplemental Offers:

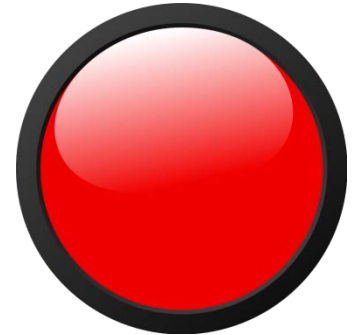
- Tax Compliance Auditor - \$19,804 (new position, allocated across multiple offers)
- Travel Stipends - \$6,459

# Local Trust Taxes – Positions

7

Tax Compliance  
Administrator

- Transferring July 1st
- Employee remaining in Finance



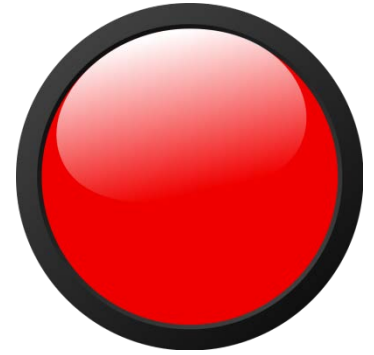
Senior Tax  
Compliance  
Administrator

- Transferred
- Vacant
- Potentially eliminated as part of budget reduction process

# Local Trust Taxes – Knowledge Transfer & Processes

8

- Departments working together in
  - Developing and updating statutory assessment policies and procedures
- To Do:
  - Knowledge transfer on Business Tax System and daily/monthly tax processing
  - Turnover audit





# Local Trust Taxes - Code Changes

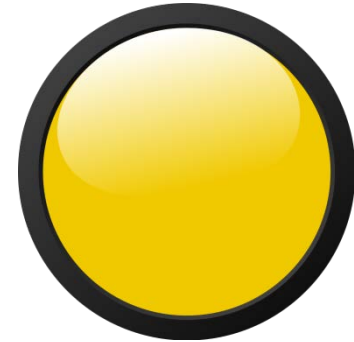
9

## □ In-Progress

- Meeting scheduled with City Attorney's Office

## □ To Do:

- Constitutional offices to affirm they will accept new responsibilities
- Draft code changes for review
- Prepare council report and present recommended code changes to City Council
  - Expected completion date – no later than May 15th



# Space Requirements

10

- Treasurer needs space for three (3) additional employees
- Commissioner needs space for three (3) additional employees to be located with the business tax group
- Engineering working on a solution



# Employment Contracts

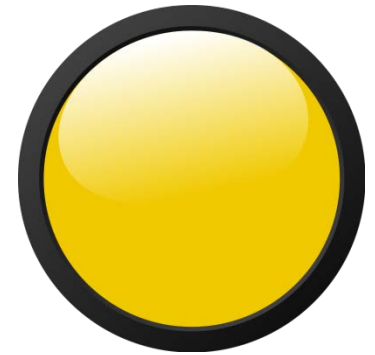
11

## □ In-Progress

- Meeting scheduled with City Attorney's Office & HR
- Reviewing Commissioner and Treasurer compensation

## □ To Do:

- Draft updated documents
  - Expected completion date – May 15, 2017



# Memorandums of Understanding

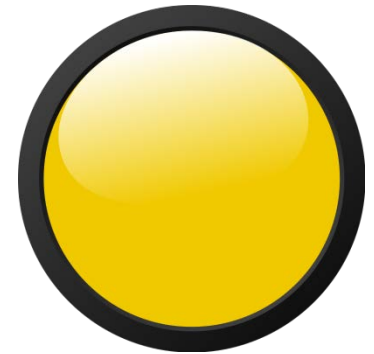
12

## □ In-Progress

- Documenting management information and reporting needs
- Meeting with Commissioner and Treasurer

## □ To Do:

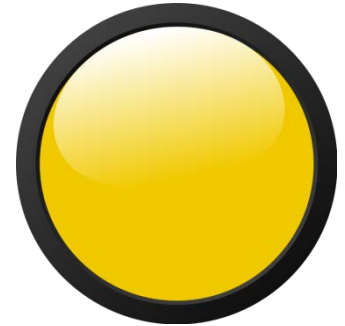
- Draft formal documents
  - Expected completion date – May 15, 2017



# Tax System – Capital Budget Offer

13

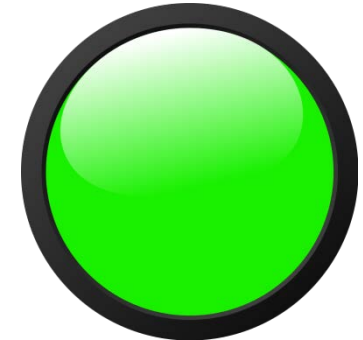
- \$ 951,400 – Software & Implementation
- \$ 390,000 – Independent Project Manager
- \$ 35,000 – Updated Hardware
- \$ 25,000 – Online Portal Development
- \$ 52,000 – Training & Contingency
- \$1,453,400
- Pending funding approval



# Tax System – Reference Checks

14

- Attended vendor User Conference
- On-site visits with:
  - City of Norfolk
  - Loudoun County
- Participated in technology reference calls with:
  - City of Lynchburg
  - City of Salem
  - City of Norfolk
  - Loudoun County
- Vendor representatives on-site for three-day business process review.
- In-Progress
  - Additional reference checks



# Tax System – Contract

15

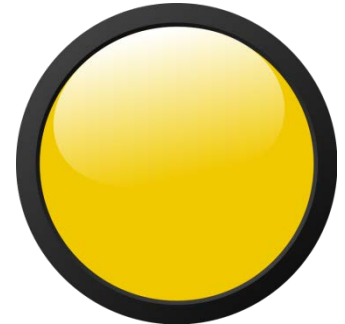
- In-Progress:
  - System specification development
  - Contract format review by vendor
- To Do:
  - Contract negotiation
    - Including service-level agreement



# Tax System – Pre-Implementation Work

16

- Identified interfaces related to current systems
- Gained an understanding of business license system architecture for data validation
- In-Progress:
  - Detailed process outlines of 50 system interfaces
    - Expected completion date - June 1, 2017
  - Request for Information (RFI) related to procurement of an independent project manager
    - Expected completion date – March 31, 2017
- To Do:
  - Understanding of system architecture for data validation on remaining tax systems
  - Begin data validation reviews





# Questions?

17

TEAMWORK  
MOTIVATION  
INSPIRATION  
LEADERSHIP  
VISION  
+ INNOVATION  

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SUCCESS

